

Annexes to the Report

**Evaluation of the UNDP/DPKO-DFS/DPA Project on UN
Transitions in Mission Settings**

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Annex 1: Terms of Reference 3

Annex 2: Stakeholder Analysis Joint UNDP-DPKO/DFS-DPA UN Transition in Mission Settings..... 6

Annex 3: People met in New York..... 11

Annex 4: People met in Liberia..... 12

Annex 5: Output 1 13

Annex 6: Output 2 16

Annex 7: Output 3 19

Annex 8: Output 4 24

Annex 1: Terms of Reference

1. BACKGROUND

UN transitions are high on the agenda as a number of peacekeeping and special political missions are currently planning for or undergoing drawdown, reconfiguration and withdrawal processes that greatly affect the presence and work of the wider UN. In response to increased requests from UN field presences for transition related support, UNDP, DPA, and DPKO-DFS have initiated a joint project in 2014 that seeks to ensure that UN transition processes are planned and managed in an proactive, gradual and integrated manner, thereby supporting the sustainability of peacebuilding achievements.

To achieve this objective, the project adopted a four-pronged approach:

- (1) direct support to field presences engaged in a transition processes;
- (2) capacity building to increase planning skills and other capacities related to transitions;
- (3) identifying, capturing and sharing lessons and good practices and developing/improving guidance; and
- (4) engaging in dialogue with Member States on the challenges and experiences encountered in UN transitions.

In its current form, the project will be completed in December 2017. Due to continued demand for integrated support to transition processes, the project partners are in the process of seeking a project extension that entails an evolution of the project's scope and implementation modalities. This project evaluation is expected to contribute to this process.

Objectives

As the project concludes in December 2017, the project partners seek to hire a consultant to carry out an independent project evaluation. The evaluation should be guided by the OECD evaluation criteria, with particular emphasis being placed on the project's relevance, efficiency, and effectiveness by focusing on

- (1) the demand for integrated support to UN transition processes,
- (2) whether key project deliverables were met,
- (3) the project infrastructure and how it supported project implementation, and
- (4) the impact of the project on UN transition processes in priority countries as well as at UNHQ.

Given that UNDP, DPA and DPKO-DFS are seeking to extend the project beyond 2017 and since this process entails developing an improved project proposal that reflects lessons and good practices from project implementation hitherto, the main purpose of the evaluation should be identify how support to UN transition processes can be improved going forward.

This includes focusing on the sustainability of the project and identifying suggestions to further mainstream UN transitions into integrated assessment and planning processes, as well as highlighting areas where further support or initiatives are needed.

2. SCOPE OF WORK, RESPONSIBILITIES AND DESCRIPTION OF THE PROPOSED ANALYTICAL WORK

Requirements

UNDP requires the services of a consultant for a period of 40 working days to undertake the evaluation and draft the evaluation report. The consultant should have the followings:

- 1) Extensive background in designing and carrying out project evaluations
- 2) Experience in the areas of peacekeeping and peacebuilding as well as with UN integration
- 3) Familiarity with qualitative and quantitative methods of data collection

- 4) Capability of independently leading and conducting interviews
- 5) Strong drafting and analytical skills

Methodology

The consultant should develop the evaluation methodology - it should include, but not be limited to, a document review as well as key informant interviews. A visit to NY as well as a field visit should be undertaken to one of the project priority countries (Liberia). The consultant should also develop a suggested evaluation approach for the next iteration of the project (i.e. for 2018/19) that can be included in the updated project proposal from the outset.

Expected outputs and deliverables:

Activities and Outputs

The Consultant, in close consultation with the Technical Project Team (i.e. the Project Manager and Focal Points) and under the guidance of the Project Steering Committee, will develop the evaluation approach, formulate a data collection and analysis strategy, and conduct an in-depth review of the activities carried out as part of the UN Transition Project over the past three years.

The evaluation is expected to arrive at evidence-based findings that will help identify whether the UN Transition Project achieved what it set out to do. Accordingly, this evaluation should contribute to the UN's understanding of effective practices and areas for further improvement in planning and managing transition processes. Required tasks and outputs include:

- a) Develop an inception paper that outlines a project evaluation approach/methodology and a data collection plan (e.g. scope, data collection, timelines) to evaluate the following aspects:
 - Project implementation
 - Project impact
 - Project architecture
- b) Undertake an extensive document review of available guidance and lessons learned documents related to transition processes in the project priority countries;
- c) Conduct key informant interviews, including senior managers and staff at UN Headquarters and in field missions (Liberia through a field visit and the other project priority countries through remote interviews), as well as other data collection methods and capture findings in writing;
- d) Identify key issues, trends, and recurrent problems related to the implementation of the project and articulate suggestions of how to improve the mainstreaming of transition in the UN going forward;
- e) Present preliminary findings to project leadership and key stakeholders and conduct a one- to two-day reflection and planning session that will help with the articulation of the updated project proposal and the associated monitoring/evaluation approach;

3. REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS

- Academic Qualifications:
 - A minimum of a Master's degree or equivalent in political science, development studies or other relevant social
 - science is required.
- Years of experience:
 - At least three years significant experience in the design and evaluation of peacebuilding programmes is required
 - Experience with integration issues in UN mission settings is required

- Demonstrable analytical skills and strong drafting skills are desirable
- Excellent interviewing and facilitation skills desirable
 - Language:
- Fluency in written and spoken English is required;
- Working knowledge of another UN language, especially French, would be an asset
 - Competencies:
- Substantive and technical expertise in one or more of the following issues:
- Experience in designing and carrying out project evaluations in the area of peace, security, or peacebuilding.
- Good understanding of UN integration issues, particularly in crisis and post-conflict settings
- Experience with UN transition processes an asset.
- Interpersonal and communication skills:
- Strong communication skills and ability to manage, facilitate, and engage in discussions with multiple stakeholders,
- seeking to encourage participation in an open and collegial environment.
- Experienced drafter of project evaluations and project proposals

- **3. PAYMENT MODALITIES**
- Payment to the Individual Contractor will be made based on the actual number of days worked, deliverables accepted and upon certification of satisfactory completion by the manager.
- The work week will be based on 35 hours, i.e. on a 7 hour working day, with core hours being between 9h00 and 18h00 daily

Annex 2: Stakeholder Analysis Joint UNDP-DPKO/DFS-DPA UN Transition in Mission Settings

Who <i>(stakeholders, disaggregated as appropriate)</i>	What <i>(their role in the intervention)</i>	Why <i>(purpose of involvement in the evaluation)</i>	Priority <i>(how important to be part of the evaluation process)</i>	When <i>(stage of the evaluation to engage them)</i>	How <i>(ways and capacities in which stakeholders will participate)</i>	Cluster position <i>1= management and staff 2= enablers 3= beneficiaries/observers)</i>
Individuals/organization with the authority to make decisions related to the intervention HQ						
Project Management Team (consist of project manager, focal points and project support) in NY Jascha Scheele, UNDP/DPKO/DPA Michael Lund, UNDP Margherita Capellino, DPKO Kiyoshi Matsukawa, DPA	Project management	Empower/Manage	High	Throughout the evaluation	Client/Informant/Managing evaluation process/organize post project follow up	1 and 2
Project Steering Committee	Project Oversight	Empower/Manage	High	Throughout the evaluation	Informant/Audience	1
UNDP/DPKO/DPA specific sections/persons	Backstopping support to field presences	Empower/ Collaborate/ Consult	High	Data collection Final report	Informant	2
Finance and Administrative Assistant	Support	Accountability/management	High	Data collection	Informant	1
Sida, Stockholm, Sweden ¹	Oversight Partner	Accountability/management	High	Data collection	Informant	1, 2 and 3

¹ The project is managed in Stockholm and not by the Permanent Representation in Sweden.

Individuals/organization with the authority to make decisions related to the intervention field (in consultation with HQ)²						
Mission/Country Team management in the broadest sense depending on the type of mission; country and demand for integrated support: SRSG/DSRSG/RC/HC/UNDP CD depending also on how many hats individuals wear UNDP/DPKO/DPA CO"s or other	Receiver of the support/manage ment of transition processes and project related staff (transition advisor/surge capacity)	Collaborate	High	Data collection Final report	Informant	1 and 2 and 3
Transition Specialists	Project advisor and in country management of analytical work and processes	Collaborate/Imple menter	High	Data collection Final report	Informant	1 and 2
Surge capacity (different kind of programme and project specialists paid for by the project)	Project advisor and in country management of analytical work and processes	Collaborate/Imple menter	High	Data collection Final report	Informant	1 and 2
Organizations/ individuals who contribute and enable the project to be implemented at HQ						
Mission/Country Team management in the broadest sense depending on the type of mission; country and demand for integrated support:	Receiver of the support/manage ment of transition processes and project related	Collaborate/Imple menter	High	Data collection Final report	Informant	1 and 2

² Keeping in mind that the ToR refer to the demand for integrated support

SMSG/DSMSG/RC/HC/UNDP CO depending also on how many hats individuals wear UNDP/DPKO/DPA (The Integrated Operational Teams in DPKO, the Regional Bureaus in UNDP and the country desks in DPA)	staff (transition advisor/surge capacity)					
Consultants to the project	Project advisor and in country management of analytical work and processes	Collaborate/Implementer	High	Data collection Final report	Informant	2
Member States	Partners	Collaborate	Medium	Data collection Final report	Informant/ Audience	2 and 3
PBC and PBF	Partners	Collaborate/Consult	High	Data collection Final report	Informant/ Audience	2 and 3
PBSO	Partners	Collaborate/Consult	High	Data collection Final report	Informant/ Audience	2 and 3
Trainers	Partner	Consult	Medium	Data collection	Informant	2
Chair Groups of Friends of the targeted countries	Partner	Consult	Medium	Data collection	Informant	3
Configuration lead (Ambassador x for country x)	Partners	Collaborate/Consult	High	Data collection Final report	Informant/ Audience	2 and 3
Organizations/ individuals who contribute and enable the project to be implemented in the field						
Mission management in the broadest sense depending on the type of mission; country and demand for integrated support: SMSG/DSMSG/RC/HC depending also on how many hats individuals wear	Receiver of the support/partner	Collaborate/implementation	High	Data collection Final report	Informant	2 and 3

UNDP/DPKO/DPA CO's or other						
Transition Specialists	Project advisor and in country management of analytical work and processes	Collaborate/Implementer	High	Data collection Final report	Informant/audience	2
Consultants to the project	Project advisor and in country management of analytical work and processes	Collaborate/Implementer	High	Data collection Final report	Informant	2
HQ Project staff who undertake support and fact finding missions	Programme Staff at HQ	Consult	High	Data Collection	Informant	1 and 2
UNDP	Partner	Collaborate/Consult	High	Data collection Final report	Informant/ Audience	2 and 3
UNCT	Partner	Collaborate /Consult	High	Data collection	Informant	2 and 3
Sida in the field (Liberia only)	Partner	Collaborate /Consult	High	Data collection	Informant	2 and 3
Donors in country	Partner	Consult	Medium	Data collection	Informant	3
PBF and its office in country	Partner	Collaborate /Consult	High	Data collection	Informant	2 and 3
Peace and Development Advisors	Partner	Collaborate /Consult	High	Data collection	Informant	2 and 3
Trainers	Partner	Consult	Medium	Data collection	Informant	Selection 3
Organizations who one way or another benefit from the intervention						
UNDP/DPKO/DPA (UNHQ: Integrated Operational Teams in DPKO, the Regional	Partner and Primary beneficiary	Consult	High	Data collection	Informant	1,2,3

Bureaus in UNDP and the country desks in DPA)						
UN missions in UN transition country (e.g. leadership, strategic planners, section chiefs and special advisors)	Partner and Primary beneficiary	Consult	High	Data collection	Informant	1,2,3
Member States	Beneficiary	Consult	High	Data collection	Informant	3
SG Office in NY	Beneficiary	Consult	High	Data collection	Informant	3
Those who received training over time	Primary beneficiary	Consult	High	Data collection	Informant	3
Those who received briefings over time	Partner and Primary beneficiary	Consult	Medium	Data collection	Informant	3
Those who received training and are still in a post where they apply the knowledge received	Partner and Primary beneficiary	Consult	High	Data collection	Informant	2 and 3
Other interest groups who are not directly participating in the intervention						
SG Office /Secretariat						
PBSO						
AU						
Donors						

Annex 3: People met in New York

Pedro Conceicao	Director and Chief of Profession. Strategic Policy Bureau for Policy and Programme Support
Michael H. Lund	Policy Specialist, Strategic Policy Bureau for Policy and Programme Support
Jascha Scheele	UNDP/DPKO/DPA Transition Specialist
Kiyoshi Matsukawa	Guidance and Learning Unit, Policy & Mediation Division DPA
Margherita Capellino	Coordination Officer, Policy and Best Practices Services, DPKO-DFS
Andrew Dunbrack	Consultant to the project UNDP
Nicholas Aarons	Former Transition Specialist Burundi
Xavier Michon	Deputy Executive Secretary, UNCDF
Linda Maguire	Chief Country Oversight Team, RBA
Jane Owiredu Yeboah	Regional Specialist, RBA
Joseph U Oji	Regional Advisor, RBA
Jonathan Robinson	Integrated and Planning unit/ DPKO/Office of Operations
Taija Kontinen-Sharp	Senior Planning Officer, EOSG
Andriani Mortoglou	Political Affairs Officer. Latin America and Asia IOT.Office of Operations, DPKO
Samuel Gahigi + Gloria Ntegeye	Team Leader West Africa DPKO/Office of Operations
Cherrie-Anne Vincent	West Africa Team Leader, Africa Division, DPA
Manuela Torre	Advisor, Africa li Division, DPA
Bruno Lemarquis	CRU/UNDP
Steven McOwen	Chief, Operational Support Team, DPKO/DFS
Adriana Mortoglou	Political Affairs Officer, DPKO Office of Operations
Gloria Ntegeye	Political Affairs Officer, DPKO Office of Operations
Karim Mike Bakhit	Advisor (former DPA)
Oliver Ulrich	Former DPKO PSC member
Sebastien Lapierre	DPKO PSC member
Ellen Swedenmark	Permanent Mission of Sweden to the United Nations
SKYPE MEETINGS	
Ayaka Suzuki	Strategic Planning Unit. Executive Office of the Secretary-General
Anne Czichos	Former Transition Specialist DRC
Helena Sterwe	Former Transition Specialist Haiti
Babacar Cissé	DSRSG/RCO Cote d'Ivoire
Priya Gajraj	Former Country Director UNDP DRC
Yvonne Helle	Country Director UNDP Haiti

Annex 4: People met in Liberia

Cleophas Torori	UNDP Deputy Country Director Programmes
Peter Lasumba Clement	WHO, Director
Seeye Abraha Hagos	UNDP, Transition and Reform (Security) Advisor
Francis Kai Kai	Chief Peace Consolidation (UNMIL)
Michael von Tangen Page	Security Sector Reform Advisor (O/DRSGS-Rule of Law
Simon Blatchly	Police Commissioner, United Nations Police (UNPOL/UNMIL)
Tabitha Nbugua	UNPOL/UNMIL
Bornfree Adile	Civil Affairs Officer, Office of the DSRSG-Peace Consolidation services
Motsi Munyaradzi	Decentralization (UNMIL)
Chris Louise	Peace Consolidation Service
Muchiri Murenga & Margaret Gulavic	Transition Task Force Co-Chairs
Juliana Huus	Coordination Specialist, DSRSG/RCO
Salvator Nkurunziza	Peacebuilding Coordinator / Secretariat
Marcel Akpovo	Chief, Human Rights and Protection Human, Representative, High Commissioner for Human Rights in Liberia
Joseph Gillispie	Human Rights Advisor, Human Rights and Protection Section
Sidiki Quisia	Director Regional & Sectoral Planning & UN-Focal Point
Catherine Barley	Rule of Law (UNMIL)
Samuel Opoku-Agyakwa	Rule of Law (UNMIL)
Simon Blatchly	Security Sector Reform (UNMIL)
Michael Page	Security Sector Reform (UNMIL)
Boma Jack	Justice (UNMIL)
Elisabeth Hårleman	Embassy of Sweden
Suleiman Braimoh	UNICEF Representative
Ruksan Ratnam	UNICEF
Augusta Pshorr	UNDP Communications
Ana Biurrun Ruiz	UNHCR
Yacoub El Hillo	DSRSG/RC
Dr. Oluremi Sogunro	UNFPA Representative
Eddie Mulbah	Government Peacebuilding Office – Executive Director
Joyce Frankfort	PMU -Ministry of Justice/ Joint RoL programme
Wifred Gray Johnson	Independent Human Rights Commission
Tikikel Alemu & Milica TURNIC	Deputy Representative UN Women; M&E Specialist at UN Women
Fernando Dacruz	Transition Specialist DSRSG/RCO

Annex 5: Output 1

OUTPUT 1: The transition process in Liberia, Burundi, Sierra Leone, Cote d'Ivoire, Haiti and DRC well managed including through the use of integrated coordination mechanisms, and the UN team positioned to implement medium and long-term peace consolidation activities.		
YEAR	MILESTONES	STATUS
2014 baseline	<p>Policies shared with all field presences.</p> <p>No planners focusing on mission or transition planning in Liberia, Cote d'Ivoire, Haiti and Burundi in UNDP.</p> <p>No dedicated planning capacity in BNUB (Burundi).</p> <p>Support missions fielded to DRC, Liberia, and Burundi.</p>	
2015 first half	<p>Strengthened planning capacity of UN teams through deployment of UN staff to Liberia, Cote d'Ivoire, Haiti, DRC (added), and Burundi to implement the transition policy and guidelines.</p> <p>Transition processes in Liberia, Burundi, and Cote d'Ivoire supported through joint expert visits.</p> <p>Comparative Assessment (CAA) completed in Liberia</p> <p>Advisory support to desk officers and Integrated Task Forces for Liberia, Burundi, Haiti, Cote d'Ivoire and DRC provided.</p>	<p>Please see overview below on page 3</p> <p>Completed but with some delay in some cases</p> <p>Achieved</p> <p>UN leadership in country not interested in project support on CAA</p> <p>Achieved</p> <p>Please also see overview below .</p>
2015 second half	<p>Strengthened planning capacity of UN teams in Liberia, Cote d'Ivoire and Haiti to implement the transition policy and guidelines.</p> <p>Comparative Advantage Assessment(CAA) completed in South Sudan.</p> <p>Advisory support to desk officers and</p>	<p>Capacity has been strengthened through the dedicated training and visits/deployment of the transition project core team from UNHQ (to Liberia, Haiti, and Cdi)</p> <p>UN Leadership in country decided that the CAA should not take place.</p> <p>Achieved</p>

	<p>Integrated Task Forces for Liberia, Burundi, Haiti, Cote d'Ivoire and DRC provided.</p> <p>UNOCI transition planning supported through surge capacity from UNHQ (new)</p> <p>UN leadership transition retreat facilitated in Haiti (new)</p>	<p>Achieved</p> <p>Achieved</p>
2016	<p>Strengthened planning capacity of UN teams and integrated coordination mechanisms for transition planning fully operational in Liberia, Cote d'Ivoire and Haiti.</p> <p>Transition processes in Liberia, Haiti, DRC and Cote d'Ivoire supported through joint expert visits.</p> <p>UNCT transition planning in Cdl supported through surge capacity</p>	<p>Liberia ongoing (due to late arrival Transition Specialist)</p> <p>Cote d'Ivoire and Haiti completed.</p> <p>Cote d'Ivoire and Haiti completed. Including support from Transition Specialist from DRC. Please see overview below</p>
Target (Dec 2017)	<p>The capacities of UN teams to manage transition processes strengthened and documented through an evaluation.</p> <p>UNCT capacity mapping designed and delivered in Liberia (new)</p> <p>UN transition planning workshop designed and delivered in Liberia (new)</p>	<p>Ongoing and expected to be completed by Mid- November.</p> <p>Mission was in February....ToR drafted in late 2016</p> <p>Completed: Two outcomes: the outline of the integrated transition plan and the roadmap of how to implement it</p>

Staffing Overview during Project Life Cycle 2014 – 2017: Transition Specialists and other staff	
Year	Transition Specialists, other Staff and surge capacity
2014	<p>DPA Transition Specialist who was funded through project deployed to BURUNDI from February – December 2015</p> <p>Surge capacity through project resources to provide advice on transition process in Sierra Leone</p>
2015	<p>Transition Specialist deployed to DRC (September 2015 – September 2017)</p> <p>Surge capacity provided from UNHQ project staff to draft UNOCI transition plan 3rd and 4th quarter</p>
2016	Transition Specialist deployed to Haiti (January 2016 – April 2017)

	<p>Transition Specialist from DRC temporarily deployed to CDI to draft UNCT transition plan during first quarter</p> <p>Transition Specialist from DRC and UNHQ surge capacity deployed to Cdi to support transition planning with government during Q 2 & 3 in 2016)</p> <p>Temporary deployment of Nigerian Peace and Development Advisor financed through transition project to assist with reconciliation issues (CDI)</p>
2017	<p>Transition Specialist deployed in April 2017 – ongoing</p> <p>Surge capacity to facilitate transition planning workshop in Liberia in June 2017. Deployment delayed due to Ebola Crisis</p>

Annex 6: Output 2

OUTPUT 2: Transition planning and management capacities of UN leadership and staff strengthened		
year	milestones	Status
2014 baseline	<p>No dedicated joint UNDP-DPKO-DPA trainings on transition planning have been designed or delivered.</p> <p>One session on transitions conducted as part of training workshop for field planning officers.</p>	
2015 first half	<p>Training designed and delivered for mission and mission staff in West Africa (covering Liberia and Cote d'Ivoire) that hold key positions related to transition planning.</p> <p>Lessons and good practices identified to inform future trainings on transition planning.</p> <p>Briefing designed and delivered at Planning Officer workshop through a dedicated session on transition planning.</p> <p>Transition briefing designed and delivered for senior leadership induction training.</p> <p>10 Briefings of headquarters and field staff on transition- related policy and guidance.</p>	<p>Observation:</p> <p>Decision was taken to design and deliver global training instead as leadership in country felt that transition training was too political. Training targeted UN staff based in UNDP country offices, peacekeeping and special political missions and regional offices across the globe.</p> <p>All lessons learned exercises that were carried out as part of the project are part of the trainings.</p> <p>Completed</p> <p>Completed</p> <p>6 completed</p>
2015 second half	Training designed and delivered for UNDP and peacekeeping staff in Haiti	Observation: Internal trainings were prioritized.

	<p>who hold key positions related to transition planning.</p> <p>Training on benchmark development for planning officers designed and delivered</p> <p>Additional briefings designed and delivered at Planning Officer workshop through a dedicated session on transition planning.</p> <p>Additional transition briefing designed and delivered for senior leadership induction training.</p> <p>10 Briefings of additional headquarters and field staff on transition- related policy and guidance.</p>	<p>Training on UN Transitions in Entebbe</p> <p>2016).</p> <p>This was piloted in early 2015.</p> <p>Completed</p> <p>Completed</p> <p>12 briefing s completed</p>
2016 second half	<p>Training on benchmark development for planning officers designed and delivered to host country representatives.</p> <p>Training designed and delivered for UNHQ staff Briefing designed and delivered at Planning Officer workshop through a dedicated session.</p> <p>10 briefings of additional headquarters and field staff on transition-related policy and guidance.</p>	<p>Internal trainings were prioritized</p> <p>4 training courses completed in response to priorities.</p> <p>10 briefings Completed</p>
2017 Target (amended to end 12/2017	<p>Capacity of relevant UN staff in Liberia, Haiti, Burundi, Cote d'Ivoire and DRC enhanced to engage in transition processes in accordance with policies and guidance.</p> <p>Documented through an evaluation.</p> <p>Additional as result of extension of the project until end 2017:</p> <p>Transition training modules designed and delivered for staff members of the Global</p>	<p>Evaluation ongoing</p> <p>Completed</p>

	<p>Focal Point (GFP) mechanism on Rule of Law.</p> <p>Transition training module delivered at GFP training (August 2017)</p> <p>3rd iteration of global transition training designed and delivered (by Nov 2017)</p> <p>2nd iteration of UNHQ training designed and delivered (by Dec 2017)</p>	<p>Completed</p> <p>Ongoing</p> <p>Planned</p>
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Annex 7: Output 3

OUTPUT 3: Integration of transition-related lessons and best practices into guidance		
YEAR	MILESTONES	STATUS
2014 baseline	<p>UNDP Guidance for transitions in draft format.</p> <p>Comparative Advantage Assessment methodology developed. The body of lessons learned and best practices related to transitions is growing, but not yet encompassing all key areas identified in the UN Transition Policy.</p> <p>The sharing of lessons and best practices occurs often in a passive manner (i.e. documents being made available in a database).</p> <p>Guidance gaps related to UN transitions not mapped out adequately.</p>	<p>Version 1.0 of the UNDP Guidance for UNDP and UN Mission Transitions was finalized in 2014.</p> <p>Comparative Advantage Assessment methodology developed. Paper was presented at ISG meeting Dec 2013 (before project began)</p> <p>In priority countries products are shared actively with colleagues.</p>
2015 first half	<p>UNDP Guidance for transitions finalized.</p> <p>After Action Review on the closure of field offices (in Liberia, Burundi, Haiti and other relevant cases as they arise).</p>	<p>Lessons learned carried out in Haiti only. Liberia wanted to do the lessons learned by itself. Burundi had already completed the closure of field offices by the time the project was operational and so key interlocutors were no longer present</p>

2015 second half	<p>Development of hands on guidance regarding the methodology of comparative advantage assessments.</p> <p>Development of tool to map and track mission activities.</p> <p>Development of guidance on how to close/hand over field offices.</p> <p>Lessons identified on security drawdown.</p>	<p>Not prioritized because it was felt that not sufficient lessons and good practices had been identified to develop solid guidance</p> <p>Monitoring and reporting resource package has been designed based on a survey of practice as well as consultations with mission and UNDP planners.</p> <p>A tool was not developed since the IAP and DPKO planning policy were under revision /development and it was seen as critical for these policies to be in place first.</p> <p>Guidance development put on hold in order to identify and capture more lessons and good practices on field office closure first.</p> <p>After-Action Review: Initial Lessons From Security Transition In Liberia. 16-26 June 2015</p>
2016	<p>Review of strategies to resource transitions (i.e. joint resource mobilization strategies, CivCap funding).</p> <p>Lessons learned study on civilian staffing reviews conducted (including lessons learned from Darfur, Cdl, Iraq, Haiti, and DRC).</p> <p>Lesson related to leadership continuity in the context of mission transitions have been identified.</p>	<p>The study is finished and is being consulted at the moment.</p> <p>Review of Agency, Funds and Programmes' (extra resources from Sida, Norway)</p> <p>Report on current practice regarding MINUSTAH's drawdown and closure of Field Offices completed .</p> <p>AAR on benchmarking in CAR and Mali was not completed.</p> <p>Not identified in a separate study but mainstreamed in all transition case studies.</p>

Dec 2017 Target	<p>Lessons learned and best practices related to all key areas of the UN Policy on transitions have been captured and shared with staff members through a variety of activities.</p> <p>Ensuring that the updated IAP will reflect key provisions of the transition policy.</p> <p>Conduct the review of AFP capacities to sustain peace.</p> <p>Review and possible revision of UN Policy on Transitions based on lessons learned and best practices.</p> <p>Transition related guidance is developed in areas where guidance gaps have been identified.</p> <p>Practice notes developed on key transition issues (i.e. assessment, planning, communication, partnerships, monitoring, mission support, political aspects of transitions) (by Dec 2017)</p>	<p>Ongoing: (e.g. through trainings, direct support to field and UNHQ colleagues, senior leadership inductions.</p> <p>Has been achieved: as part of the review process, key transition aspects were integrated in the IAP</p> <p>Has been initiated in November. Likely to be completed by March/April 2018.</p> <p>Planned</p> <p>Ongoing</p>
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Other relevant documents:

Benchmarking Study:

1. Concept Note. Security Council benchmarks in the context of UN mission transitions
2. Study on feasibility of making assessed contributions available to UNCT partners
3. Practice note on use of assessed funding by UNCT entities to support mandate implementation

Lessons learned per country	
Burundi	<p>Two lessons learned reports drafted on UN transition process in Burundi, through DPA transition specialist who was funded through project.</p> <p>Documents:</p> <ol style="list-style-type: none"> 1. Lessons Learned Study (part II): United Nations Transition in Burundi 2014 – 2015. 15 November 2015 version. Nicholas Aarons 2. Case study on political and institutional challenges in transitions: Lessons learned from Burundi (as of 31 January 2016) <p>Additional documents:</p> <ol style="list-style-type: none"> 1. Final report. Joint UNDP/RBA/DPA Mission to Burundi (12-20 October 2015) 2. Lessons Learned Study: United Nations Transition in Burundi 2014 <p>22 February 2016 Nicholas Aarons, UNDP/DPA/DPKO Project on Transitions. Kiyoshi Matsukawa, DPA, Policy and Mediation Division, Guidance and Learning Unit</p>
Cote d'Ivoire	<p>Facilitation of lessons learned workshop on UNOCI liquidation by project staff (June 2017)</p> <p>Documents:</p> <p>AAR UNOCI Liquidation - Archiving and Records Management 2017_09_21;</p> <p>AAR UNOCI Liquidation - Asset Disposal 2017_09_21 ;</p> <p>AAR UNOCI Liquidation - Camp Closure 2017_09_21</p> <p>AAR UNOCI Liquidation - HR Check Out and Separation 2017_09_21</p> <p>Additional Documents:</p> <p>Draft Transition Plan for the United Nations Operation in Côte d'Ivoire (UNOCI). SRSG, UNOCI. 1 October 2015.</p> <p>UNCT Transition Strategy. June 2016.</p>
Sierra Leone	<p>Lessons learned exercise carried out, using project resources</p> <p>Document:</p> <p>Final Sierra Leone transition report; Lessons Learned Study 2013-2014</p>
Liberia	<p>Two transition related lessons learned exercises conducted, using project staff and resources (on security drawdown) in 2014 & 2015</p> <p>UNCT capacity mapping was carried out with project funds and involving project staff</p>

	<p>Drafting of Integrated Transition Plan was supported through facilitation of planning workshop and various rounds of feedback and drafting inputs</p> <p>Documents:</p> <ol style="list-style-type: none"> 1. After-Action Review: Initial Lessons From Security Transition In Liberia. 16-26 June 2015 2. After-Action Review: Lessons From Security Transition In Liberia 1-11 May 2016 3. UNCT Capacity Mapping (contribution from project to the mapping)
Haiti	<p>Lessons learned exercise carried out through surge capacity from UNHQ</p> <p>Document:</p> <p>Lessons Learned Report. Drawdown and Closure of MINUSTAH Field Offices and Sites</p> <p>Other document:</p> <p>Overview by TS's quarterly reports with lessons learned on UNDP guidance(prepared by JK)</p>
DRC	<p>UNDP has prepared a transition preparedness plan.</p>

Annex 8: Output 4

Output 4: Coherent and proactive communication by UNDP, DPA, and DPKO/DFS to Member States on UN transition processes and associated challenges		
YEAR	MILESTONES	STATUS
2014 baseline	Knowledge sharing events on key transition related issues have started to take place on a more regular basis, but mostly separately by UNDP, DPA, and DPKO/DFS. The financial, human and material resources used for intervention	
2015 first half	Regular joint briefings to Member States and key partners including the PBC on transition- related lessons and best practices.	4 completed
2015 second half	<p>Regular joint briefings to Member States and key partners on transition-related lessons and best practices</p> <p>Engagement with PBSO to further strengthen the role of the PBC and the PBF in transition settings.</p> <p>Compilation of lessons learned related to joint resource mobilization strategies in transition scenarios.</p>	<p>3 completed</p> <p>Completed</p> <p>Will be included in the 2017 practice notes under output 3.</p>
2016 second half	Regular joint briefings to Member States and key partners on transition- related lessons and best practices with Member States and key partners.	Completed
2017 Target (12/2017)	Main challenges of transitions highlighted in statements and policies of key Member States and the main UN actors.	<p>Completed</p> <p>In addition:</p> <p>Substantive preparation of the January and March 2017 Executive Committee meetings on UN transitions.</p> <p>Lead on the follow up to the SG's request to identify which peace operations have developed integrated transition strategies.</p>

	<p>New as a result of extension of the project until 12/2017</p> <p>Lobby for and prepare regular meetings of the EC on ongoing transitions.</p>	<p>Coordination of UNDG position on Peacekeeping</p> <p>Contribution to the background note for the transition-focused EC meetings on Liberia, Côte d'Ivoire and Haiti (June 2017).</p>
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Note:

Information was also shared through: (1) the policy and practice database, (2) brownbag lunches, (3) sharing of documents with key stakeholders by email, and (4) knowledge management newsletter.